PROPOSAL EVALUATION WORKSHEET (INDIVIDUAL)

EVALUATION FACTOR: INFORMATION TECHNOLOGY SERVICES PLAN (RATED)

PROPOSER: Keolis

DATE: 09/06/2013

OVERALL RATING: **Good**

NARRATIVE SUMMARY: Throughout its response Keolis's offers a clear methodology, strategy, tactics and procedures for what it proposes to do to develop, operate, and maintain the commuter Rail IT environment. They suggest numerous times their intent to adhere to International Standards Organization standards for items and to use certified personnel to complete discrete tasks and manage processes. Such an approach which is methodical, iterative, and rooted in clear, well defined, and transparent policies and procedures suggests that the IT environment they provide will consistently deliver the quality that the contract envisions and the people of Eastern Massachusetts desire and deserve.

Objective:

The following are the objectives for the Information Technology Service Plan evaluation factor:

1) To identify Proposers that demonstrate ability to operate a professional information technology (IT) organization that follows and complies with industry best practices, uses metrics to monitor and improve performance, and successfully operates, maintains, and upgrades the full suite of IT systems and elements needed for delivery of the Commuter Rail Operating Agreement services and the Commuter Rail IT Environment;

2) To identify Proposers with experience complying with standards and best practices including PCI-DSS (Payment Card Industry-Data Security Standard);

3) To identify Proposers with a proven approach to sharing data and system access with customer/agency management in a timely fashion to support contract oversight and planning functions; and

4) To identify Proposers with a high level of ability (i) assessing and managing risks within a complex IT organization involving legacy components and new technology, and (ii) finding creative solutions to ensure efficient and uninterrupted operations.

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Evaluation Criteria:

The Proposer has demonstrated the ability to develop, implement, operate, maintain and upgrade an IT organization and related systems and elements, all in compliance with industry best practices. The Proposer has demonstrated its experience in complying with various best practices including, but not limited to, PCI-DSS. Furthermore, the Proposer has demonstrated reliable approaches to ensuring full data and system access with agency management to ensure proper oversight and monitoring, as well as the ability to ensure efficient and interrupted operations consisting of both legacy systems and new technology.

Instructions:

Evaluators must rate each requirement outlined in the table below as one of the following: (i) Exceptional; (ii) Good; (iii) Acceptable; (iv) Potential to Become Acceptable; or (v) Unacceptable. Please note the following explanations when rating each requirement:

1) A rating of Exceptional is appropriate when the Proposer has demonstrated an approach that is considered to significantly exceed stated criteria in a way that is beneficial to the MBTA. This rating indicates a consistently outstanding level of quality, with very little or no risk that this Proposer would fail to meet the requirements of the solicitation. There are no weaknesses.

2) A rating of Good is appropriate when the Proposer has demonstrated an approach that is considered to exceed stated criteria. This rating indicates a generally better than acceptable quality, with little risk that this Proposer would fail to meet the requirements of the solicitation. Weaknesses, if any, are very minor. Correction of the weaknesses would not be necessary before the Proposal would be considered further.

3) A rating of Acceptable is appropriate if the Proposer has demonstrated an approach that is considered to meet the stated criteria. This rating indicates an acceptable level of quality. The Proposal demonstrates a reasonable probability of success. Weaknesses exist but can be readily corrected through requests for Clarification or Communications.

4) A rating of Potential to Become Acceptable is appropriate if the Proposer has demonstrated an approach that fails to meet stated criteria as there are weaknesses, but they are susceptible to correction through Discussions. The response is

considered marginal in terms of the basic content and/or amount of information provided for evaluation, but overall the Proposer is capable of providing an acceptable or better Proposal.

5) A rating of Unacceptable is appropriate if the Proposer has demonstrated an approach that indicates significant weaknesses and/or unacceptable quality. The Proposal fails to meet the stated criteria and/or lacks essential information and is conflicting and/or unproductive. There is no reasonable likelihood of success; weaknesses are so major and/or extensive that a major revision to the Proposal would be necessary.

Ratings for each requirement must be recorded in the associated Rating column, and a detailed explanation of why a particular rating was given to a requirement must be recorded in the associated Comments/Justification for Rating column. The Appendix B Section column identifies relevant sections of Appendix B (Operations and Management Proposal Instructions) to the Instructions to Proposers.

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#	Ap. B Sec	Requirement	Rating	Comments/Justification for Rating
1.	B10.2(A)	The Proposer shall provide an Information Technology Services Plan that describes in detail the Proposer's approach to providing the IT services described in the Contract including, but not limited to, Schedule 3.16 (Information Technology Requirements) of the Commuter Rail Operating Agreement. Elements of that Plan shall include, but not be limited to, proposed approaches to the following: 1. Delivering application and data interfaces; 2. Maintaining source code escrow;	Good	**Schedule 3.16.5 of the RFP offers the criteria of the Commuter Rail Information Technology Environment (CRITE) that the proposers must meet in order to merit an acceptable rating. This environment must build on the existing (baseline) environment and use open and dynamic architecture and Application Programming Interfaces (APIs) to facilitate interfaces between systems and or programs to allow exchange. The CRITE is a critical component of the operator's proposal and its effective operation, management, maintenance, and interaction with relevant other systems will contribute to a successful overall Commuter Rail operation for the MBTA and people of the Commonwealth.** **3.16.5 lays out the criteria for the CRITE in detail and the requirements for the proposer to operate, develop, install, support, and maintain data inputs from the CRITE to the MBTA IT environment. Open and dynamic architectures should be used with necessary Application Programming Interfaces (APIs) to allow for data exchange. An acceptable rating is one where the operator proposes to duplicate existing feeds and ensure accuracy and completeness of feeds and to implement its proposed feeds.** **Keolis on 9-20 confirms its intent to make all data and APIs available to the MBTA prior to implementation. On 9-7 is proposes to procure, configure, test and implement q network and system parallel to the existing one and to replace existing system while benchmarking against the current baseline system performance.** **3.15.5 discusses the need of the operator to place source code in a repository such that the MBTA could utilize a programmer of ordinary skill to access and work with it. An acceptable rating is one where the operator proposes to do so with some detail about how.** **Keolis on page 9-20 proposes to maintain a secure source code escrow with a third party agent with all current versions and documentation available. It further**

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				proposes to provide programmer comments as well as duplication of codes and to do so in keeping with its overall program to achieve ISO 9001 certification for its IT operation.
		3. Sustaining and/or transitioning the existing IT environment during mobilization;		**3.16.2 and 3.16.5 each discusses the requirement of the operator to provide all operator feeds necessary or desirable relative to the new CRITE. An acceptable rating is one where the proposer ensures such continuity and offers a plan to fully integrate assets and legacy data to ensure no interruptions.** **Keolis on 9-21 proposes full continuity and functionality during transition and suggests a process and strategy to replace key components during the mobilization period. They propose a mobilization IT team of 5 consultants plus their CIO and supplier and vendor resources. Governing their transition will be a pre-defined 10-tasl plan to govern phase-in/phase-out.**
		4. Replacing and upgrading IT systems to keep the same in a state of good repair;		**3.16.8.12 requires the operator to include timely updates for all components of the CRITE within a reasonable timeframe, with other sections calling for new not reconditions parts and a lifecycle management plan (3.16.8.20). 3.16.7.12.4 calls for an IT Operations and Maintenance Cost Plan, and other sections (3.16.7.12) discuss the requirement for an IT Change Control Board. An acceptable rating is one where reference is made to the required IT bodies, plans, and policies outlines, and also one where a lifecycle management program is discussed with a strategy.** **Keolis in 9-24 proposes to audit all systems and define tactical plans for each component of the IT environment based on the needs of the immediate years. On page 9-4 Keolis references its sense that most of the existing CRITE is beyond its useful life, and it proposes adherence to a life-cycle planning guideline set to ensure continuous SGR of all components.**
		5. Tracking and escalating issues;		**3.16.4 discusses the requirement for the provision of an issue tracking portal (ITP) as**

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				the sole tracking portal. The ITP must auto-generate trouble tickets, assign a severity level based on pre-defined discussions, and provide auto-generated alerts and report on metrics to the MBTA as required. Furthermore the T must have full system access to the system with a high degree of certainty that the system will not fail. An acceptable rating is one where an ITP is proposed with the required elements (tickets, severity, reporting, etc). **Keolis proposes to use the ServiceNow service desk cloud system as its off-the-shelf ITP solution. As a cloud-based product minimal capital outlay is expected. Its system will auto-generate tickets, auto-archive events, and be the sole tracking portal. Its dynamic dashboards and reports will be available to the T in real-time.**
		6. Understanding and utilizing new technologies such as RFID (radio frequency identification);		**3.16.4 spells out the required elements for the deployment of RFID technology and its integration with the CRITE and ITP. All equipment is required to be compatible with multiple standard tags and have capability to auto-scan rail equipment as it enters and exits facilities with reporting to the ITP with time stamps, and auto-updates. The operator is also required to provide 12 scanners to the Authority. An acceptable rating is one where the operator offers an RFID plan that complies with industry standards and protocols, and that is capable of auto-scanning equipment, interfacing with the ITP, time stamping, etc. Such a proposal should also ensure the provision of 12 scanners to the T.** **Keolis on 9-26 proposes to procure RFID tags, scanners, and software and integrate it with its maintenance management system. On 9-9 they state intent to integrate RFID system with their ITP system to auto-generate tickets, and tag trains or cars entering/existing facilities.**
		7. Documenting the IT environment;		**3.16.6 and 3.16.7 require detailed and accurate documentation and design information of the CRITE to be provided to the T in a digital format. An acceptable rating is one where the proposer offers to provide accurate and detailed**

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				documentation and design information of the CRITE to the T in a digital format with some discussion about how it plans to achieve success. **On 9-26 the propose offers to document the CRITE including all manuals and related materials. It further proposes to use the ISO standard in doing so and to index and house such in a digital repository. Documentation will be revised upon changes with a revision numbering system, with the IT Change Control Board receiving notification.**
		8. Managing an IT organization and staff;		**3.16.7 discusses the requirement for a CIO on staff with responsibility for maintaining security and integrity of all systems , and for the CIO to provide management and definition of all activities of and within the CRITE and leadership in the day to day operations of the IT functions of the operator. An acceptable rating is one where the operator proposes a CIO and IT group to manage the offered CRITE.** **On 9-28 Keolis proposes an IT structure based around 5 main functions which it details, and all of which will report to and be managed by a CIO. The CIO's functions are well defined on 9-29 appear well integrated with the overall management structure.**
		9. Conducting regular reviews and meetings with the MBTA;		**3.16.7 discusses the requirement for the CIO to work closely with the MBTA as well as attendance at required IT governing body meetings (IPR, Change Control Board, etc) and the structure and governance of the IPR committee. An acceptable rating is one where the proposer commits to attend requires meetings.** **The proposer offers a three-tiered approach to meeting the requirements of the criteria: an IT steering committee to develop long-term strategy and tactics, a change control board to meet monthly to review changes and financial performance and the IPR to meet weekly to update MBTA officials in near real time of goings on within the CRITE.**

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		10. Complying with MBTA and other applicable standards;		**3.16.7 speaks to the requirement that the operator comply with MBTA policies, and with local, state, and federal laws and where a vacuum may exist that industry best practice be followed. An acceptable rating is one where the operator agrees to comply with MBTA policies, and with local, state, and federal laws and where a vacuum may exist to rely on industry best practice.** **On 9-31 Keolis offers to comply with applicable MBTA standards and with industry standards for security, interoperability, software development and open systems architecture including PCI-DSS.**
		11. Applying sound change management, project management, and configuration management practices;		**3.16.7 speaks to the required IT Change Control Board, a required IT Operations and Maintenance Costs Plan and the requirements attendance and updates respectively. An acceptable rating is merited where the operator discusses their change strategies, agrees to comply with the Change Control Board requirements and offers a strategy around change management.** **Keolis on 9-31 and on 9-15 outline their proposed change management process based on a series of well-defined standards and processes for approaching and managing change. They intend to use portfolios to monitor when change is needed and to attempt to quantify impact of change and then measure against that assumption.**
		12. Operating an IT service center and responding to and repairing reported problems;		**3.16.8 speaks to the required provision of an Operator Service Center staffed to receive and respond to MBTA generated issues and customers generated issues received directly or through the ITP. The center must be opened 06:30 – 20:00 7days per week with afterhours support required as well on call. ITP integration is also required. An acceptable rating is one where a Service Center is proposed with a strategy to operate, staff, and integrate into the overall business.** **Keolis on9-33 proposes to create an IT Service Center with full integration with the ITP. They offer a set of policies and procedures for handling and routing of issues. Staff will be trained in disaster recovery procedures based on a plan to ensure**

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				minimal downtime. This is a strength of this section which they achieve by keeping the service center in house.
		13. Performing root cause analyses;		**3.16.8.11 speaks to the requirements for a Root Cause Analysis and Mitigation plan in the event of a number of triggering events spelled out in the RFP. Briefings and remediation are also required in some instances within specified timeframes based on the severity level of the triggering event. An acceptable rating is one where the operator proposes to perform Root Cause Analyses with mitigation plans in the event of the specified triggering events (critical failure, injury, security breach, severity 1 or 2 incident or at MBTA instruction).** **On 9-34 Keolis offers to perform root cause analyses. It suggests linking its RCA process to its QA process and communicating these via the IPR. It also references a similar approach on page 9-11. However, Keolis fails to detail those events that should trigger an RCA.**
		14. Developing and implementing IT asset lifecycle plans;		**3.16.8.20 discusses the requirement of a LifeCycle Management Plan for all elements of the CRITE with components functionally capable, and under warrantee. Any items not under warrantee must be replaced promptly with new replacements, not reconditioned ones. An acceptable rating is one where the proposer offers a Lifecycle Management plan and a strategy for deployment and utilization.** **Keolis on 9-34 proposes a lifecycle management plan consistent with ISO standards. It proposes to utilize manufacturer support for all products within warrantee and within reasonable cost until retirement with simultaneous planning for replacement prior to expiration. They propose a Systems Development Life Cycle (SDLC) process to plan for and deliver system development.**
		15. Implementing a quality assurance program;		**3.16.8.25 speaks to the requirements of a Quality Assurance Program to control the quality of all components of the CRITE. Documenting such quality is also required,**

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				as is a quality control plan, description of a QC system, scope for inspection and verification by third parties, methods of inspection and remediation actions, and a vacancy filling approach. An acceptation proposal is one where a QA/QC program is offered that contains a strategy for integration, monitoring and compliance. **O 9-35 Keolis describes its QA program based on ISO standards and a reiteration of its offered strategy for management and monitoring based on established policies and procedures. Since they propose to meet the criteria of the schedule with a detailed QA program they clearly meet the minimal standards.**
		16. Performing monitoring and reporting of performance of IT functions and complying with service level agreements;		**3.16.13 and 3.16.14 discuss the requirement to provide secure channels of communications between the MBTA and MBCR as well as the requirement for full access by the T to the CRITE t audit and inspect systems with full system access granted to the Authority. An acceptable rating is one where operator proposes to create a secure connection with the MBTA and to grant full access for monitoring and audit by the Authority of the CRITE.** **On paged 3-35-3-37 Keolis proposes to develop a service catalog to provide information to customers, internal and external users, and the Authority. Such data will be available in real time. Keolis will implement an established network monitoring/management tool to record performance with logs archived in the digital repository. As they offer to perform network monitoring with an available, off-the-shelf product to record and archive IT performance, they meet the criteria.**
		17. Providing appropriate and timely access to MBTA to Operator IT staff and systems; and		**3.16.14, 3.16.15 and 3.16.7discuss the requirement of the operator to make IT staff and systems available to the MBTA to ensure operational efficiencies, discuss subject matters, and to attend required governing body meetings. An acceptable rating is one where the operator proposes to ensure access to IT staff and systems and commits to a robust relationship between these two groups.** **On 9-37 Keolis states its commitment to make IT staff and systems available to the**

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		18. Negotiating and managing contracts with IT suppliers responsibly and by seeking the best value at all times.		**MBTA to ensure operational efficiencies, discuss subject matters, and to attend required governing body meetings.** **3.16.7.12 requires updates to the IT Operations and Maintenance Cost Plan including justification of any cost differentials including for contracted services from suppliers. An acceptable rating is one where the proposer commits to negotiation and managing contracts with IT suppliers responsibly and seeking best value at all times, and where a strategy and policy are offered in support of this.** **On 9-37-9-38 Keolis discusses its strategy to save money by outsourcing where appropriate based on best value and based on their experience. They offer a comprehensive outsourcing strategy and guiding principles with a quality assurance program.**
2.	B10.2(B)	The Proposer shall: (i) identify those portions of the information that it provided in response to B9.2(A)(1) – (18) of Appendix B that it considers to be innovative, best practice, beneficial to MBTA Customers and/or cost efficient, and (ii) submit information supporting or otherwise validating its position that said portions are innovative, best practice, beneficial to MBTA Customers and/or cost efficient.	**Acceptable**	**Keolis's chart on page 9-39 meets the criteria of identifying those portions of the responses it considers innovative. Its use of cloud-based systems, clear strategies and methodologies, and ISO standards for doing business, while not necessarily innovative, suggest the potential for a new standard of quality service delivery for IT and commuter rail.**

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